

**From:** ACTING COMMISSIONER SANDERS <[REDACTED]>  
**Date:** June 25, 2019 at 12:50:12 PM EDT  
**Subject:** Message to Employees

As some of you are aware, yesterday I offered my resignation to Secretary McAleenan, effective Friday, July 5. In that letter, I quoted a wise man who said to me, "each man will judge their success by their own metrics." Although I will leave it to you to determine whether I was successful, I can unequivocally say that helping support the amazing men and women of CBP has been the most fulfilling and satisfying opportunity of my career.

I've spent a significant amount of time over the last several days reflecting on my time at CBP. When I began this journey, Commissioner McAleenan charged me with aligning the mission support organizations and accelerating his priorities. Easy enough, I thought. What I didn't appreciate at the time was how the journey would transform me professionally and personally. This transformation was due in large part to the fact that people embraced and welcomed me in a way that was new to me – in a way that was truly special. To this day, I get choked up when speaking about it and I can't adequately express my thanks. As a result, let me simply say I will never stop defending the people and the mission for which 427 people gave their lives in the line of duty in defending. Hold your heads high with the honor and distinction that you so richly deserve.

Throughout our journey together, your determination and can-do attitude made the real difference. It allowed CBP to accomplish what others thought wasn't possible...what others weren't able to do. And even though there is uncertainty during change, there is also opportunity. I therefore encourage everyone to reflect on all that you have accomplished as a team. My hope is you build upon your accomplishments and embrace new opportunities, remain flexible, and continue to make CBP extraordinary. This is your organization...own it! Don't underestimate the power of momentum as you continue to tackle some of this country's most difficult challenges.

I will forever be honored to have served beside you. As a citizen of this great country, I thank you for your public service.

Take care of each other,

John